

Sign Post to Success

Send Willie Back to School

By Herbert Kaufman

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Willie wants to *work*. For the past month he has eloquently, sullenly, steadfastly, sophistically, earnestly argued *why* he must quit school.

He insists that he already *knows enough*. He yearns to *earn* instead of *learn*. With a *brave* show of *self-sacrifice*, he proclaims that you have *more* than done your *duty*. In tones of *voluntary martyrdom*, he declares his intention to assume *his share* of *life's responsibilities*.

He has heard the call of *ambition*, urging him to carve his *own way*—to *surge onward*—to *mount* without *additional guidance*.

He has *burst through* his chrysalis of *dependence*—his wings are *aching* to flap in *flight*.

His *present* education is far *beyond* yours when you became captain of your *career*. He is setting forth with *more years* to his *credit* and is *determined* to prove a *credit* to you.

Avaunt, *idle hours*! Away with *pampering paternalism*! Farewell to *soft theory*! Now is the time to become *practical*—to *plunge* into the *human vortex*—to *wrest* from the *rest*—to take his *knocks* and take *lesson* from them, etc., etc., etc.

And you, with a *fine* show of *sternness*, have *frowned* and *orated* and *lost* your *temper* and *fumed* and *stormed*—you have *peremptorily denied* his *demands*. And all the while, a *sneaking glow* of *fool's pride* has warmed your *heart* to think that YOUR boy *volunteers* to share your *burdens* instead of your *income*.

You visualize a second Marshall Field or Edison, and inside of a *fortnight* you'll *capitulate* and *casually* stop at Brown's table, discuss crops, weather, tariff, baseball, the market, and *incidentally* refer to that "headstrong cub of yours who simply *won't* listen to *reason* (very *much* to your *disappointment*) but, ahem! *fine* young fellow—stalwart, eager type—you know the sort," etc., etc., etc.

If *truth* be *known*, however, Willie doesn't know *enough* to know he *doesn't* know enough. If he had *sufficient* brains to get along with a *half-trained* mind, he'd be *clever* enough to realize that he needs *all* the education he can *acquire*.

He isn't *old* enough to have *real sense*. His *foresight* has never gotten past his *nose-tip*. He's merely a *callow youth* with a *fallow judgment*—*experience* has never *plowed* his *mind*—*observation* has never *furrowed* his *brow*.

He's tailor-made—the *clothes fever* is very *virulent* at his *age*.

Spending money is, more than likely, *another root* of *trouble*.

He hears the *call* of the *theater*, and sees the *lights* of the *cafe district*. The blood of Ancestor Esau is urging him to *swap* his *future* for more *musical comedy*—more *suits* with four-inch *pant cuffs* and a more *regular* supply of *Turkish death-sticks*.

Give him *full rein* today and before *many* days he will wear the *permanent check-rein* of handicapped incompetency.

You *forget* that things have been happening at the rate of a *year* an *hour* since you threw away your *text-books*. You *overlook* the *modern pace*. You confuse the mental requirements of *forty* years ago with those of 1910.

It doesn't occur to you that *more* men graduated from *colleges* this *spring* than were turned out of *academies* in 1877-8-9—that we are quite *used* to *university men* in *business*—that there is so much *available* material wearing A. B. and B. S. tags, that we regard men of *your degree* of *culture* as almost illiterate.

If Willie *doesn't keep on* with his *books*, he'll be lucky if he gets a *better post* than *bookkeeping*.

He must meet a *different* competition than you faced. We're traveling at a *faster* gait, and the ticket that admitted you to opportunity won't pass *him* through the same *gate*. We're raising our standard *every year* because *education* is raising a *better* standard of men *for us*.

We haven't *changed* in our theory that *action* is far more *important* than *information*, BUT since we CAN afford them in our *shops*, in our *factories*, and in our *offices*, we *naturally* choose the man with the *trained brain* AND the *force* to put his *information* into *action*.

Uncle Sam's Million Dollar Doctor Bill--and His Case Not Yet Fully Diagnosed

A MILLION dollars in "doctors' bills," and his case not yet fully diagnosed! Scores of business doctors at work on every one of his financial arteries; professional and amateur diagnosticians hammering away at his body—it is indeed a busy time for poor old Uncle Sam, who is accused by Senator Aldrich of being \$300,000,000 too corpulent and of living a most riotously expensive life.

The business doctors are in control of the federal government today. In practically every branch of the government organization they are working in the attempt to discover surplus tissue, to clean out aged and useless material and to train Uncle Sam down to a condition that will satisfy the millions of people who heed Senator Aldrich's remarks and overlook the fact that he failed to suggest any remedies.

"If I were a business man, and could be permitted to do so, I would undertake to run this government for \$200,000,000 a

year less than it is now run for," said Mr. Aldrich, whereupon he sat down and left Uncle Sam to face the music, without an explanation as to the exact seat of the financial disease, or the suggestion of a specific remedy. Much has been made of the fact that \$100,000 was given to the President by the recent Congress for the "employment of accountants and experts from official or private life," with a view to inaugurating new or changing old methods of transacting public business so as to attain greater efficiency and economy. This \$100,000 is, in fact, but a small part of the financial doctor bill piling up at Uncle Sam's door, part of which has been paid and part of which must be met in the near future. No official estimate of the sums devoted directly to these attempts to reduce expenses has ever been made, and the present estimate undoubtedly falls short of the actual expenditures along this line.

For several months, however, there has been such activity among the official records and operating systems of the great departments of the government as has not been known since federal business affairs were first set in motion. Every new administrative letter or forwarding of a money order "advice." The Navy Department is spending close to \$50,000 to reorganize its business methods and cost systems at the navy yards and stations. The government printing office spent over \$100,000 for the government at Washington, but they reach out to every citizen of the country. When you buy a money order the postmaster no longer sends an "advice" to the office where it is to be paid. That cost about \$150,000 a year and was declared to be a useless protection.

When you finger a clean-looking \$10 note it may be new or it may have been cleaned in the new money-washing machine, which is designed to prolong the life of paper money. The revenue stamp on your box of cigars will be smaller in the future, because it has been found that the large stamp is unnecessary and only an extra burden of expense. The new currency that occasionally comes into your hands is "signed and sealed" now at the bureau of engraving and printing, as it cost \$100,000 a year for the extra operation of hauling the printed notes to the Treasury building and having the seal put on there.

The mail carrier who brings your letter this summer is probably carrying half of some other man's route, while the other man is on vacation. This "doubling up" is expected to save anywhere from \$250,000 to \$300,000 annually in salaries. If the mail man brings you a registered letter he probably won't ask you to sign a receipt card; for special receipts are to be secured only when the sender demands it. It costs Uncle Sam money to get that extra receipt.

The letters will ultimately be handled on the trains with a new tying device, which will save over \$175,000 in twine bills. A force of thirty clerks has just been turned out of the Treasury building to carry the mails, in the hope that great economies may be secured for the government in that direction. Incidentally, the citizen who patronizes the registered letter window has a chance to help pay directly a part of this big financial doc-

tor bill of the government; for the new ten-cent registry fee, replacing the old fee of 8 cents, is expected to add \$1,000,000 to the annual income of the postal service.

It is in Washington that the most striking effects of the new business reforms are apparent. The expert investigation of the land office under Secretary Garfield in 1908 was one of the first of the most expert economic inquiries, and great changes are being made in the systems of the department as a result of the expert advice of the Treasury Department, which it is estimated will cost fully \$500,000 simply to determine "where we are at."

As the business of the government expands the cost of its operations continually increases; but Uncle Sam's guardians claim that the annual saving through new business methods will yield a big return upon the amount expended for the investigation and recommendations. The new economies begin with the operations of the government at Washington, but they reach out to every citizen of the country. When you buy a money order the postmaster no longer sends an "advice" to the office where it is to be paid. That cost about \$150,000 a year and was declared to be a useless protection.

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| President's new business commission..... | \$100,000 |
| Proposed legislative commission..... | 300,000 |
| Expert investigation of Treasury..... | 95,000 |
| To carry out Treasury changes..... | 385,000 |
| Experts in Interior Department..... | 20,000 |
| To carry out Interior Department changes..... | 35,500 |
| Business changes, Post Office Department..... | 55,500 |
| Experts in government printing office..... | 100,000 |
| Business investigation, Navy Department..... | 30,000 |
| Dockery commission, 1893..... | 41,264 |
| Keep commission, 1906, expense not known..... | |
| Cost of changed methods not known..... | |
| Total known expenses..... | \$1,139,957 |

ment is carrying out extensive plans for reorganization of the land office, based upon a \$20,000 doctor bill. Finally Congress is holding up its sleeve, all ready to start it when the time is propitious, a legislative investigation of government business methods, which it is estimated will cost fully \$500,000 simply to determine "where we are at."

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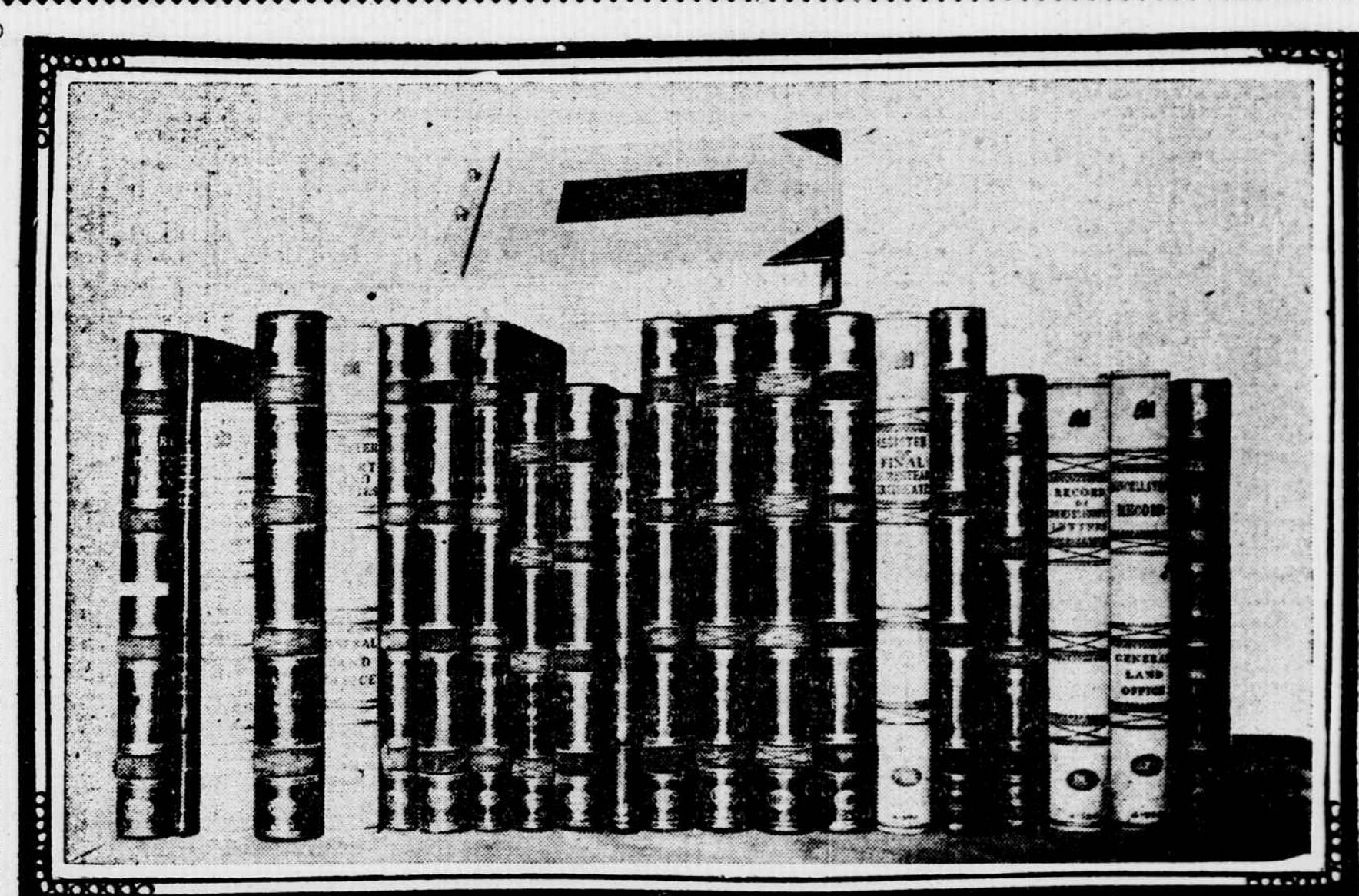
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IN THE PUBLIC LAND OFFICE. Business experts substituted the one book on top for the twenty-one in a row.

of old currency, the proposed reduction in the size of paper money, the dropping of aged clerks, the reduced size of the revenue stamps, new labor-saving devices, are all parts of the scheme that is to be carried out to put the Treasury on a scientific basis of operation. Secretary MacVeagh, with the assistance of Mr. Norton, has already squeezed out of Congress \$200,000 solely for "business investigations"; \$150,000 to carry out the recommendations for changing the Treasury building, and \$170,000 to make the New York subtreasury. And it is admitted that the work of reorganization has only started.

When one of these demands recently resulted in the dropping of scores of aged clerks from the Treasury Department a storm of protest went up which temporarily stopped the economy march. Congress will now be asked to pass a civil service retirement bill, which will cost the government more money, but will ultimately result in economies through better organization of the working forces. The President's economy commission will hold the center of the stage as soon as its activities begin, but its work is dwarfed when compared with the great activities that are already under way and the immense sums that are being spent. The President's experts will try to map out a comprehensive plan for the business operations of the whole governmental system, reaching as it does into every community in the country.

Members of Congress declare that the "government business methods commission" to be appointed by the two houses can secure better results than the President's experts can ever hope to attain. As holders of the pursestrings the congressional experts claim they can cut a division or unnecessary department completely out of existence if they believe it wise to do so. "An executive investigation such as that now to be undertaken cannot secure within 20 per cent of good returns as a congressional investigation could," said a member of the Senate the other day.

"THESE TREASURY STEPS MUST GO."

Say the business experts: "They're an expensive luxury for a Treasury building."